

# HEALTH SERVICE BOARD

Annual Self-Evaluation  
Year 2024

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Presented by:  
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# Overview

## The Process

In December 2024, The Health Service Board Governance Committee met and reviewed the annual Board Self-Evaluation and Employee Performance Evaluation process, timeline, and survey. In December, Holly Lopez sent each member the HSB 2024 Self-Evaluation Evaluation for completion. The evaluation was anonymous and administered via the Microsoft 365 Forms virtual platform. Six of the seven current Board members completed the evaluation. The results of this Board evaluation were presented to the Governance Committee meeting on March 10, 2025, and presented to the full Board at its regular meeting on April 10, 2025.

## The Self-Evaluation Form

Under the Board Evaluation Policy, Board members must complete the annual Board Self-Evaluation. There are six sections in the evaluation. Sections one through four have 36 questions and identify four areas for evaluation: (1) Governance Structure & Policies, (2) Board Member Interactions and Meeting Activities, (3) Goal Setting and Communications, and (4) Board’s Interactions with Management. Statements identifying performance measurements under each area are listed, and Board members indicate their level of agreement or disagreement on a 5-point Likert scale. At the end of each section, Commissioners could suggest improvements and give statements on their neutral, disagree, or strongly disagree selections. Section five focuses on Education topics the Board would like to focus on in 2025. Section six gathers Commissioner self-study hours.

It is also important to note that six commissioners completed the survey this year versus seven who completed the evaluation in 2023, which means the weighted scores are not a direct comparison. It is also noteworthy that four new Commissioners were seated in June 2024.

# Executive Summary

Overall, the scores changed in each category. The chart below shows the total scores for the past three years to show overall increases and decreases. 30 out of 32 statements in the evaluation showed score reductions compared to last year’s ratings. This report is outlined in three sections: results for each category, comparison of 2023 to 2024, and conclusion.

Areas for Evaluation	2022 Total Score	2023 Total Score	2024 Total Score
Governance Structure & Policies	4.75	4.5	4.36
Board Member Interactions and Meeting Activities	4.5	4.6	4.11
Goal Setting and Communication	4.5	4.14	3.86
Board’s Interactions with Management	4.5	4.46	4

# Results of Board Performance Evaluation

## ***Evaluation of Governance Structure & Policies***

The Governance Structure and Policies scores ranged from neutral to strongly agree. The table shows the score breakdowns and the average score of 4.36, which is 0.14 points lower than the 2023 average score of 4.50. The following Commissioner comments provide insight into scores.

**Table 1: Evaluation of Governance Structure and Policies**

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Average Score
The Board has clearly defined the roles of all key parties.				83.33%	16.67%	4.17
The roles that the Board has assigned to key parties match the experience of those parties.				66.67%	33.33%	4.33
The Board's continuing education program equips its members with the knowledge they need to be effective.			16.67%	50%	33.33%	4.17
The Board developed a comprehensive Board policy framework or manual.				66.67%	33.33%	4.33
The Board receives the information and reports that are necessary to carry out its duties.				33.33%	66.67%	4.67
Board meeting agendas adequately reflect policy matters that are consistent with the Board's role.				50%	50%	4.5
<b>Grand Total</b>						<b>4.36</b>

- I am quite satisfied with the performance of the board.
- New board members participate in several education programs to prepare for serving on a City Commission, with additional required programs due by December 31. It may be more effective to schedule some of these additional programs for the second year of their term.
- The Board receives meeting packets and supporting materials in a timely manner for review before each meeting. A projected calendar, possibly organized quarterly, outlining key decisions would help me and other board members stay informed about upcoming issues.
- I believe more continuing education is needed.

## Board Member Interactions and Meeting Activities

The Board Member Interactions and Meeting Activities scores ranged from neutral to strongly agree. The table shows the score breakdowns and the average score of 4.11, which is 0.49 points lower than the 2023 average score of 4.60. The following Commissioner comments provide insight into scores.

**Table 2: Evaluation of Board Member Interactions & Meeting Activities**

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Average Score
Board members are adequately prepared for meetings.				83.33%	16.67%	4.17
Board members are well organized.				83.33%	16.67%	4.17
The Board focuses on policy and strategy in addition to operations.				66.67%	33.33%	4.33
Board members understand when it is appropriate to act as a fiduciary.				83.33%	16.67%	4.17
All Board members adequately contribute to discussions and deliberations.				100		4
Board members are respectful of each other's ideas and opinions.				66.67%	33.33%	4.33
Disagreements between Board members are handled professionally.				100%		4
The Board adheres to its own policies.				66.67%	33.33%	4.33
The Board effectively manages Board members who fail to act in accordance with policies.			33.33%	66.67%		3.67
Board members accept decisions of the Board, even if they did not vote in favor of them.				100%		4
The Board takes timely action to resolve problems when they arise.				100%		4
The Board carefully deliberates before taking action.			83.88%	16.67%		4.17
<b>Grand Total</b>						<b>4.11</b>

- I have not yet observed how the Board addresses members who do not follow policies.
- My time on the Board has only been 6 months, and there have been fewer conflicts than maybe I had expected. I believe not all members interpret fiduciary responsibility in the same way.
- The Board maintains a high level of mutual respect among its members.

## Board Evaluation of Goal Setting and Communications

The Goal Setting and Communications scores ranged from disagree to agree strongly. The following table shows the score breakdown. The average score is 3.86 out of 5 points. The average score is 0.46 points lower than the average 2023 score of 4.14. The following Commissioner comments provide insight into scores.

**Table 3: Evaluation of Goal Setting and Communications**

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Average Score
The Board establishes goals for the organization as a whole.			33.33%	66.67%		3.67
The Board establishes suitable goals for Member Services.		16.67%	16.67%	50%	16.67%	3.67
The Board Communicates effectively to staff.			16.67%	66.67%	16.67%	4
The Board communicates effectively to service providers.			16.67%	66.67%	16.67%	4
The Board communicated effectively as one voice to all parties.			33.33%	66.67%		3.67
The Board instills trust among stakeholders.				83.33%	16.67%	4.17
<b>Grand Total</b>						<b>3.86</b>

- The Board and staff have a good working relationship.
- It is all about messaging to the stakeholders.
- Questions #21 and #22 are inaccurate. The Board does not establish goals; instead, it affirms and receives information on the goals set by staff.
  - #21-The Board establishes suitable goals for the organization as a whole
  - #22-The Board establishes suitable goals for Member Services.
- I have only served a few months and have not observed the attributes in several of these questions. As a result, I scored several items as neutral.
- I am unaware of what Board communication is referenced in questions 23, 24, and 25.
  - #23 The Board communicates effectively to staff.
  - #24-The Board communicates effectively to service providers.
  - #25-The Board communicates effectively with one voice to all parties.

## Evaluation of Board's Interactions with Management

The evaluation of the Board's interactions with management scores ranges from disagree to agree strongly. The following table shows this section's score breakdown and the average score of 4 out of 5 points. The 4 is 0.46 points lower than the 2023 average score of 4.46.

**Table 4: Evaluation of the Board's Interactions with Management**

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Average Score
The Board provides sound advice to management.			16.67%	83.33%		3.83
The Board challenges management in a constructive manner.			16.67%	83.33%		3.83
The Board provides valuable alternative points of view to management.			16.67%	66.67%	16.67%	4
The Board creates an atmosphere in which management's ideas are genuinely welcome.				66.67%	33.33%	4.33
The Board effectively evaluates the Director's performance.				100%		4
The Board provides the Executive Director with helpful feedback to enhance future performance.			16.67%	83.33%		3.83
Where feasible, the Board may make recommendations regarding effective management succession planning.		16.67%		83.33%		3.67
The Board members are respectful of the opinions expressed by staff and management.			50%	50%		4.5
<b>Grand Total</b>						<b>4.00</b>

- I believe there is a collaborative environment between the Board and staff.
- The Board relies on the Directors, managers, and staff to execute the department's business. It selects and evaluates the Executive Director and, in my experience, supports the Director unless intervention is needed. If a Director's performance required corrective action, I believe the Board would take the appropriate steps.
- I haven't observed the behavior in items 28, 29, 30 and 33 in my short tenure and therefore scored those items neutral
  - #28-The Board provides sound advice to management.
  - #29-The Board challenges management in a constructive manner.
  - #30-The Board provides valuable alternative points of view to management.
  - #33-The Board provides the Executive Director with helpful feedback to enhance future performance.
- The Board and the staff get along well.

# Yearly Comparison

Evaluation of Governance Structure and Policies	2023	2024
The Board has clearly defined the roles of all key parties.	4.43	4.17
The roles that the Board has assigned to key parties match the experience of those parties.	4.57	4.33
The Board's continuing education program equips its members with the knowledge they need to be effective.	4.43	4.17
The Board developed a comprehensive Board policy framework or manual.	4.57	4.33
The Board receives the information and reports that are necessary to carry out its duties.	4.43	4.67
Board meeting agendas adequately reflect policy matters that are consistent with the Board's role.	4.57	4.50
<b>Grand Total</b>		

Evaluation of Board Member Interactions & Meeting Activities	2023	2024
Board members are adequately prepared for meetings.	4.71	4.17
Board members are well organized.	4.71	4.17
The Board focuses on policy and strategy in addition to operations.	4.57	4.33
Board members understand when it is appropriate to act as a fiduciary.	4.29	4.17
All Board members adequately contribute to discussions and deliberations.	4.86	4.00
Board members are respectful of each other's ideas and opinions.	4.71	4.33
Disagreements between Board members are handled professionally.	4.43	4.00
The Board adheres to its own policies.	4.71	4.33
The Board effectively manages Board members who fail to act in accordance with policies.	4.00	3.67
Board members accept decisions of the Board, even if they did not vote in favor of them.	4.57	4.00
The Board takes timely action to resolve problems when they arise.	4.43	4.00
The Board carefully deliberates before taking action.	4.71	4.17
<b>Grand Total</b>		

Evaluation of Goal Setting and Communications	2023	2024
The Board establishes goals for the organization as a whole.	4.14	3.67
The Board establishes suitable goals for Member Services.	3.86	3.66
The Board Communicates effectively to staff.	4.14	4.00
The Board communicates effectively to service providers.	4.14	4.00
The Board communicated effectively as one voice to all parties.	4.43	3.67
The Board instills trust among stakeholders.	4.14	4.17
<b>Grand Total</b>		3.86

Evaluation of the Board's Interactions with Management	2023	2024
The Board provides sound advice to management.	4.29	3.83
The Board challenges management in a constructive manner.	4.43	3.83
The Board provides valuable alternative points of view to management.	4.14	4.00
The Board creates an atmosphere in which management's ideas are genuinely welcome.	4.57	4.33
The Board effectively evaluates the Director's performance.	4.71	4.00
The Board provides the Executive Director with helpful feedback to enhance future performance.	4.57	3.83
Where feasible, the Board may make recommendations regarding effective management succession planning.	4.29	3.67
The Board members are respectful of the opinions expressed by staff and management.	4.71	4.50
<b>Grand Total</b>		4



# Conclusion

***In 2024, the Board took the following steps to improve from the 2023 requests.***

Areas for improvement from the 2023 Evaluation	
1. Staff share how SFHSS communicates with members after the Board adjudicates on a member appeal.	→ The Board adjudicated two member appeals in 2024. After each deliberation, the final written decision was sent to the full Board, the members and the SFHSS staff.
2. Set a regular Member Services goals report and presentation.	→ Starting in February 2024 Director's Report, there is a monthly Member Services Dashboard that lists Communication and Operations monthly metrics and goals.
3. The Board evaluation received self-study hours, but the evaluation is anonymous, so the board secretary still needs to request individual study hours. Consider collecting this information separately from the evaluation.	→ The HSB Governance Committee approved a section for Commissioners to list their name and report self-study hours.

## ***Areas to Focus on in 2025:***

1. Onboarding Education Schedule: Review the educational programs needed within the first year and consider spacing additional educational programs into the 2<sup>nd</sup> year serving the term.
2. A projected calendar, possibly organized quarterly, outlining key decisions would help me and other board members stay informed about upcoming issues.
3. Governance Committee review the following evaluation questions for need and clarity
  - Questions #21 and #22 are inaccurate.
    - #21-The Board establishes suitable goals for the organization as a whole
    - #22-The Board establishes suitable goals for Member Services.
  - Clarify how the Board...
    - #23 The Board communicates effectively to staff.
    - #24-The Board communicates effectively to service providers.
    - #25-The Board communicates effectively with one voice to all parties.

## ***Today's Recommendation:***

The Governance Committee consider the focus areas for 2025, discuss any changes, and finalize changes at the next Governance Committee meeting in the fall.